

CORPORATE STARTUP STARS

Mind the Bridge, in collaboration with the International Chamber of Commerce (ICC), the 100 y.o. institution representing more than 45M businesses worldwide", annually elaborates the "Corporate Startup Stars" list – a ranking of more 'startup-friendly' global corporates.

Awarded companies have gone the extra mile to establish mutually-beneficial partnerships with startups – whether through procurement/licensing/partnerships, accelerators, direct investment, acquisitions or other dedicated internal programs.

HOW TO FILL IN THE CORPORATE STARTUP STARS APPLICATION

- Applications should be done at Group level, consolidating all the multiple innovation activities that corporates are running through all their different entities/ BUs (CVCs, special vehicles, ...)
- You can use this offline template in order to know which information you need to gather.
- To submit your application, the information needs to be sent through the [form in our webpage](#).
- The application needs to be done all at once (we cannot save your progress for privacy reasons).
- Not all the questions are mandatory, and the system will automatically exclude those that are not relevant, based on your previous answers.

GENERAL

Company name

Location of HQ (Country)

Your Company's website

Year of your Company' establishment

Your Company's sector

Your full name

Your role and department in your Company

Work email

Your Company's yearly revenues

- €0M-10M
- €10M-50M
- €50M-100M
- €100M-250M
- €250M-500M
- €500M-1B
- €1B+



Compared to 5 years ago, revenues are:

- Increased
- Stable
- Decreased

Headcount

- 0-10
- 10-50
- 50-100
- 100-250
- 250-500
- 500-1000
- 1000+

Compared to 5 years ago, headcount is:

- Increased
- Stable
- Decreased

EBITDA (as % of revenues)

- 0-5%
- 5-10%
- 10-15%
- 15-20%
- 20-30%
- 30-50%
- 50%+

Compared to 5 years ago, EBITDA is:

- Increased
- Stable
- Decreased

International revenues (as % of total revenues)

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%

Compared to 5 years ago, international revenues are:

- Increased
- Stable
- Decreased

R&D annual expenses (as % of revenues)

- 0-5%
- 5-10%
- 10-15%
- 15-20%
- 20-25%
- 25-30%
- 30%+

Compared to 5 years ago, R&D annual expense is:

- Increased
- Stable
- Decreased
- Internal

Is innovation part of the core values / mission statement of your Company?

- Never been mentioned
- Is is not explicitly mentioned, but implied
- Yes, but it is not among our priorities
- Yes, it is one of the top 3 priorities
- Yes, it is the core value driving the decision making



Does your Company's top exec (CEO / Owner) refer frequently about innovation as key driver of growth?

- Never
- Occasionally
- Yes, but only during major events
- Yes, frequently
- Yes, all the time

Is there a dedicated person in charge of innovation activities at your Company?

- Yes
- No

What is their job title?

Email of the person in charge

Does your Company have (or is setting up) a dedicated open innovation unit?

- Yes
- No

When was the dedicated innovation unit established?

- It is planned
- Less than 1 year ago
- 1-3 years ago
- 3-5 years ago
- 5+ years ago



Who does the head of the open innovation unit report to?

- I am not sure where it reports to
- Reports to an operating group at least two levels under the Area Directors / CxOs
- Reports to one of the CxOs / Area Directors
- Reports to a specific innovation committee with several CxOs / Area Directors
- Reports directly to the CEO

What best describes your Company's process for open innovation activities?

- No process in place (yet)
- Various ad hoc processes
- An established process in place, but people are not aware of it
- An established process in place, but people do not always use it
- An established process in place, that is known and used across the organisation

Does your Company have specific KPIs to measure open Innovation activity?

- No
- We use the same KPIs as for our regular business
- Yes, some specific KPIs, but not universally applied
- Yes, specific and dedicated KPIs but they are not as relevant as the ones for regular business
- Yes, clearly structured and relevant KPIs in place

Does your Company have a roadmap of the areas / verticals / challenges it wants to explore through innovation in the next year?

- No
- It is being discussed, but not formalised in a roadmap
- We have a roadmap, but it is not actively used
- Yes, we have a clear roadmap for the next year
- Yes, we have a clear roadmap that is structurally implemented



Are innovation measures considered in your Company's incentive compensation programme?

- Not at all
- Not yet, but it is planned
- They are measured, but not considered in the incentive compensation programme
- Yes, they are considered but only for the people directly working on innovation
- Yes, they are included and relevant for people beyond the innovation unit / teams, including the executive team

Does your Company provide internal training for open innovation?

- Never
- Some training, mostly theoretic, generic and ad hoc
- Yes, regular training but in limited formats with no direct applicability to our innovation activities
- Yes, regular training in various formats with direct applicability to our innovation activities, but only open to people working on innovation
- Yes, regular training in various formats with direct applicability to our innovation activities, open to everyone in the organisation

Do you think your Company has a culture of innovation?

- No
- Limited to a minority of people
- Yes, but not everywhere in the company
- Yes, quite widespread
- Yes, excellent and widespread in the entire company

How does your Company look outside for innovation trends?

- We do not look outside for trends
- Ad hoc, not planned
- Some people dedicate time to spotting trends, but it is not structured
- We have meetings to discuss new trends, but it is not or explicitly resourced
- We have explicitly resourced people / teams / units to spot outside trends in a structured way



How does your Company deal with failure?

- Failure is not tolerated, who fails is fired
- There is little tolerance for failure, who fails is penalized
- There is moderated tolerance for failure, but it is not openly discussed
- Failure is tolerated, openly discussed and used for improvements, but not in a structured way
- Failure is fully accepted and we have a structured programme for discussing and learning from it

How would the majority of employees describe the internal risk appetite when it comes to new projects across the organization?

- Close to zero
- Minimal, only low-risk projects are considered
- Moderate, new projects are considered but risk is discouraged
- Quite good, there is a clear willingness to try new projects
- High risk projects trend to be encouraged

To what extent are employees encouraged to spin out?

- It is discouraged
- It is not explicitly discouraged
- It is not encouraged, but not discouraged either
- People are encouraged to spin out but not specifically supported
- People are encouraged to spin out and receive active support to do so



EXTERNAL

How many startups does your Company screen per year?

- None
- Occasionally a few
- 10-50
- 50-250
- 250-1000
- 1000-2500
- 2500+

How many startups does your Company filter per year?

- None
- Occasionally a few
- 0-10
- 10-50
- 50-100
- 100-200
- 200+

How does your Company get in contact with those startups?

- By chance
- Occasionally, during startup events
- Regularly, during startup events
- Regularly, during startup events organized by us
- We have a structured scouting process

In which geographies does your Company scout for startups?

- Domestically (your own country)
- Regionally (your own Continent)
- Internationally (more than one Continent)
- Globally (entire world)



Does your Company have a presence in Silicon Valley and Israel?

- No
- We are planning to visit
- We visit regularly
- We have a person there
- We have a structured innovation unit

In which innovation hubs do you have a structured innovation presence (at least one full-time person, not mere sales)?

- Silicon Valley
- Israel
- Singapore

How are your organisation's startups acceleration activities organised?

- We don't have any acceleration activities
- We don't have any acceleration activities, but they are planned
- Organised by third parties (e.g. Techstars, Startupbootcamp)
- A combination of our own and third party accelerator
- We have our own accelerator

How many startup does your Company accelerate per year on average?

- None
- 1-10
- 10-25
- 25-50
- 50+

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Which applicants is the acceleration programme open to?

- Domestic startups (your own country)
- Regional startups (your own Continent)
- International startups (more than one Continent)
- Global startups (entire world)

Please name one or more success stories (important for evaluation)

How many POCs / Pilots with startups do you run per year?

- None
- 1-3
- 3-5
- 5-10
- 10-15
- 15-20
- 20+

How many startups have started a long term collaboration?

- None
- 1-3
- 3-5
- 5-10
- 10-15
- 15-20
- 20+

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How much business did your organization cumulatively procured from startups (per year, average)?

- None
- <€1M
- €1M-5M
- €5M-25M
- €25M-50M
- €50M-100M
- €100M+

Where are the startups you engaged through procurement based?

- Domestic startups (your own country)
- Regional startups (your own Continent)
- International startups (more than one Continent)
- Global startups (entire world)

Please name one or more success stories (important for evaluation)

Did your Company invest in startup companies?

- Never
- No, but we are open to it
- Once in the past
- Once in the last 2 years
- More than once in the last 2 years
- Regularly



If so, how much does your Company invest in startup companies per year (average last 3 years)?

- None
- <€1M
- €1M-5M
- €5M-25M
- €25M-50M
- €50M-100M
- €100M+

Does your Company have a dedicated CVC (Corporate Venture Capital)? And if so, what is the fund size?

- No
- No, we invest off-balance
- Yes, €1M-10M
- Yes, €10M-50M
- Yes, €50M-100M
- Yes, €100M-200M
- Yes, €200M+

Where are the startups you invested into based?

- Domestic startups (your own country)
- Regional Startups (your own Continent)
- International startups (more than one Continent)
- Global startups (entire world)

Please name one or more success stories (important for evaluation)



Did your Company acquire startup companies?

- Never
- No, but we are open to it
- Once in the past
- Once in the last 2 years
- More than once in the last 2 years
- Regularly

If so, how much did your organisation spend on average per year in startup acquisitions?

- None
- <€1M
- €1M-5M
- €5M-25M
- €25M-50M
- €50M-100M
- €100M+

Where are the startups you acquired based?

- Domestic startups (your own country)
- Regional startups (your own Continent)
- International startups (more than one Continent)
- Global startups (entire world)

Please name one or more success stories (important for evaluation)



CLOSING REMARKS

Please indicate the areas / verticals you are interested to look at innovation from startups.

Please give an example of a success story - including mutual benefits to both the corporate and startup.

Please give a case of failure - pointing out lessons learned.

If you have any feedback about this survey, or comments you were unable to include elsewhere, please add them here.

